

10 September 1952

25X1A

Memorandum from General Balmer to [REDACTED] Director,
Psychological Strategy Board, dated 4 September 1952

Summary: At the PSB luncheon on 11 September, prior to the regular meeting, it is probable that Mr. Foster will discuss the memorandum by General Balmer of 4 September 1952. This memorandum is attached as Tab A.

PSB D-21 is the German Plan. In the transmittal letter forwarding the German Plan to the PSB for its meeting of 7 August, the Director made the following statement, to which General Balmer's paper refers:

"4. Questions have arisen during the work of this Panel which indicate that there is some uncertainty among member agencies as to the scope of PSB's responsibilities. The German Panel has wisely concentrated on constructive work and given little time to discussing such problems of jurisdiction, but I feel that future PSB panels may be handicapped if their members are more concerned with whether they have a right to make constructive suggestions than with actually making them. My own feeling is that PSB panels should be given some fairly general definition of PSB's mission as a starting point, but that they should be cautioned against attempting to apply it too rigorously, thus leaving it to the Board itself to decide what may properly be included in a PSB plan, and what use, if any, can be made of recommendations which it may feel are beyond its competence to approve. Any informal Board comments on these points would be helpful to me."

In principle, General Balmer holds that the Psychological Strategy Board promulgates broad psychological objectives, policies, and programs as guidance to Departments and Agencies, but that it does not have the authority to place task assignments upon the Departments and Agencies. He believes that paragraph 3 of PSB D-4 (attached as Tab C) conflicts with the April 4, 1951 directive establishing the PSB, in which paragraph 4 stated as follows:

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"For the purposes of this directive, psychological operations shall include all activities (other than overt types of economic warfare) envisioned under NSC 59/1 and NSC 10/2, the operational planning and execution of which shall remain, subject to this directive, as therein assigned."

A thorough staff review and analysis of the proposal of General Belmer is in order, and your staff was preparing to undertake this review. Mr. Foster will propose that the PSB Staff, with the advice and assistance of the Departments and Agencies prepare a study on the principles raised in the Belmer memorandum.

Recommendation: That you concur in the reference of this matter to the PSB Staff for preparation of a study.

Tab A: SPDM-377-52
B: SPDM-331-52
C: PSB D-4

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 (SENDER WILL CIRCLE CLASSIFICATION TOP AND BOTTOM)

CENTRAL INTELLIGENCE AGENCY
OFFICIAL ROUTING SLIP

TO		INITIALS	DATE
1	Executive Officer, DD/P		
2			
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FROM		INITIALS	DATE
1	[REDACTED]		7/11/54
2			
3			

☐ APPROVAL ☒ INFORMATION ☐ SIGNATURE
☐ ACTION ☐ DIRECT REPLY ☐ RETURN
☐ COMMENT ☐ PREPARATION OF REPLY ☐ DISPATCH
☐ CONCURRENCE ☐ RECOMMENDATION ☐ FILE

REMARKS: Subjects enclosed might be discussed at the PSB luncheon, Thurs., Sept. 11, prior to the regular meeting.

The attached notes were accordingly prepared and furnished directly to [REDACTED] EXO/DCI, in order that General Smith might be briefed beforehand. Both memoranda are of information type and did not involve an Agency position at this time. The memo from Gen. Balmer was only received Tues. and will be recalled after the meeting.

☒ SECRET ☐ CONFIDENTIAL ☐ RESTRICTED ☐ UNCLASSIFIED

FORM NO. 30-4
 SEP 1947

ROLE OF PSYCHOLOGICAL STRATEGY BOARD

The President's Directive creates the Psychological Strategy Board to provide more effective planning of psychological operations within the framework of approved national policies, to coordinate the psychological operations of all departments and agencies of government, and to evaluate the effectiveness of the national psychological effort.

The members of the Board are the Under Secretary of State, the Deputy Secretary of Defense, and the Director of Central Intelligence. The Director, appointed by the President, sees that the decisions of the Board are carried out. A representative of the Joint Chiefs of Staff sits with the Board as its principal military adviser; and the Board may add to its number from time to time appropriate representatives of the heads of other governmental units.

The Board is the nerve-center for strategic psychological operations. At the apex of government, it provides a focal point for assuring the planned use by all governmental units of activities to influence the opinions, attitudes, emotions and behavior of foreign groups in ways that will support the achievement of our approved national aims. Through the Board, the President is enabled to turn to one body, instead of many, for a prompt assessment of these psychological operations--as to magnitude, emphasis, pace, effectiveness, and responsibility for execution. Thus, a unified base is afforded from which to take from an enemy the initiative in psychological operations.

The Board itself does not engage in operations. It is not concerned with day-to-day problems arising in the psychological field, except as they may affect progress toward major strategic objectives. The Directive reposes in the Board the responsibility for over-all psychological policies, objectives, and programs, and their coordination among the various departments and agencies; provides for adjustments to be made by such departments and agencies in their existing arrangements in this regard; and amends previous National Security Council instructions to that extent.

To execute its role:

1. The Board will prepare, in order to determine the framework of its action under the Directive, an inventory of those approved national policies which may directly or indirectly involve psychological operations; recommending to the appropriate agencies the adoption or development of such additional policies as may directly or indirectly involve psychological operations.

2. In support

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2. In support of such approved national policies, the Board will formulate and promulgate over-all policies, programs, and objectives for psychological operations; including over-all strategic plans in such detail as to enable operational planning by departments and agencies.

3. The Board will stimulate all departments and agencies engaged in operations having psychological aspects, to set up effective psychological operational plans:

a. by assigning to such departments and agencies the preparation of psychological operational plans to carry out any part of such over-all strategic plans as to which no psychological operational planning has been initiated;

b. by reviewing all psychological operational plans already initiated by departments and agencies in order to assure that they are consistent with such over-all strategic plans, determining those plans which may be left to the initiating departments and agencies without further action by the Board and those plans as to which the Board should take some further action.

4. The Board will determine as to the various psychological operational plans: (1) emphasis, (2) priority, and (3) pace.

5. The Board will coordinate the execution by departments and agencies of all such plans within the framework of over-all strategic plans.

6. The Board will evaluate the programs of departments and agencies and their execution through psychological operational plans, in terms of effective accomplishment of the national psychological effort; selecting programs and plans for evaluation which are most important to the attainment of national objectives.

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